



VIRGINIA

DEPARTMENT OF

REHABILITATIVE SERVICES

AGENCY WORKFORCE PLAN

07/2004 - 07/2009

TABLE OF CONTENTS

	Page
EXECUTIVE SUMMARY	4-5
I. OVERVIEW	6
Mission	6
Agency Key Activities	6
Disability Determination Services	6-7
Field Rehabilitative Services	7-8
Central Office Administration	9
Woodrow Wilson Rehabilitation Center	9-11
Values	12
II. ASSESSMENT OF CURRENT NEEDS	
DRS Agency Analysis	12-17
Support Staff Analysis	18-19
DDS Staff Analysis	20-21
FRS Staff Analysis	22-25
WWRC Staff Analysis	25-26
DRS Recruitment Issues	27
DDS	27-28
FRS	28-29
WWRC	29
Other Workforce Issues	29-30
Training Issues	
DDS	31
FRS	31
WWRC	32
DRS Recognition Program	32
III. ASSESSMENT OF FUTURE NEEDS	
DDS	33
FRS	34-36
IV. GAP ANALYSIS AND ACTION PLANS	
Gap #1: Large percentage of workforce is eligible for retirement	37-39
Gap #2: Attracting and retaining qualified and certified employees	39-41

Gap #3: Higher workloads, increased task complexity and decreased resources	41-42
Gap #4: Managing change and transition	42-43
Communication of Plan to Agency Employees	43
V. ON-GOING REVIEW	43
APPENDIX	44
Agency Salary Administration Plan	45-64
Agency Employee Recognition Policy	65-68
DDS – Competency Based Advancement from Trainee To Journey to Senior Disability Determination Analyst	69-74
FRS – New Vocational Rehabilitation Skills and Competencies Checklist	75-76
Human Services Managers Checklist for New Counselors Training and Orientation	77-88
Counselor Managers Checklist for Vocational Evaluators Competency Standards	89-93

Executive Summary

Introduction

The Virginia Department of Rehabilitative Services (DRS) is the designated state vocational rehabilitation agency for the Commonwealth. Virginia DRS employs approximately 1061 full-time professional, supervisory, paraprofessional, and support staff to accomplish its mission.

A. Agency Mission Statement

In partnership with people with disabilities and their families, the Virginia Department of Rehabilitative Services collaborates with the public and private sectors to provide and advocate for the highest quality services that empower individuals with disabilities to maximize their employment, independence, and full inclusion into society.

The Virginia Department of Rehabilitative Services Program can be divided into the broad divisions of Disability Determination Services, Field Rehabilitation Services, Woodrow Wilson Rehabilitation Center, and Central Office which includes Community Based Services.

B. Workforce Development Plan

DRS is committed to developing and administering an effective workforce development plan that anticipates staffing needs and determines what actions should be implemented to maintain a well-qualified work force. This plan describes the agency's major divisions and highlights current workforce staffing, recruitment issues and current training plans.

The plan addresses significant challenges facing the agency. These include an aging workforce, increasing numbers of retirement eligible employees, loss of expertise of experienced employees as they leave the Agency due to retirement, changing demographics and its impact on the agency culture, and an environment of continued change and complexity.

GAP analysis in the plan pulls together the information, defines the goals, rationales and action steps necessary to meet the challenges defined earlier. Recommendations include both formal and informal training of employees, greater communication among all staff (especially managers), greater planning efforts in all agency operations, and ongoing monitoring of the progress of the plan.

a. Current DRS Workforce Issues

- ◆ The common themes affecting all agency operations revolve around a work force population that is becoming increasingly retirement eligible during a period when products and services are becoming increasingly complex.

Significant numbers of employees are eligible for both reduced and unreduced retirement presently and those numbers will increase in the next few years.

- ◆ Like many other employers, our agency operations face the issue of staff retention. The societal stigma associated with multiple previous employers and multiple career changes during the course of an individual's lifetime has diminished, resulting in a much more mobile work force.
- ◆ The increasing complexity of tasks and volume of workloads impact the quality of customer service as well as employee morale.
- ◆ Outdated methods of management and supervision reduce quality and efficiency.

b. Gap Analysis and Recommended Action

- ◆ There is a definite need to ensure that the accumulated knowledge and expertise of employees nearing retirement is not lost. Both formal and informal training of newer employees will be needed to close this gap and prepare for succession planning.
- ◆ Updated and creative methods of recruitment should be implemented in order to attract a sufficient workforce.
- ◆ Advancement opportunities must be evaluated and developed in order to retain qualified employees.
- ◆ Stress reduction and caseload management training opportunities should be made available and encouraged.

C. Conclusions and Recommendations

These recommendations need to be accomplished during a time of decreased resources and significant environmental changes such as Order of Selection and the Social Security Administration's move to a totally paperless system. A different perspective on recruitment and retention initiatives will be needed to reflect the anticipated demographic changes in the work force population as employees retire. Relying on how things were done in the past will not be an option. Managers and agency planners will need to work collaboratively to meet the challenges with new and fresh approaches. Continuous monitoring of the plan is essential and necessary to ensure the agency is prepared for the issues defined here.

The following document details the impact on the Agency in these and related areas.